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TRAINING IN ADMINISTRATIVE MANAGEMENT

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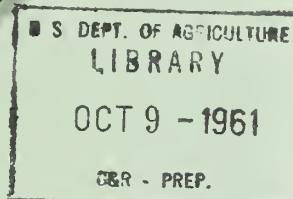
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Training in ADMINISTRATIVE MANAGEMENT.

UNITED STATES DEPARTMENT OF AGRICULTURE
Administrative Management Institute
OCTOBER 30 - NOVEMBER 4, 1960
AUSTIN, TEXAS

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Proceedings

of

2 UNITED STATES DEPARTMENT OF AGRICULTURE

Training in Administrative Management (TAM) Workshop
Ming Room, Terrace Motor Hotel
1201 South Congress
Austin, Texas

October 30 - November 4, 1960,

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TAM PLANNING COMMITTEE

TAM Workshops, sponsored by the U. S. Department of Agriculture, have been, and are being conducted, at various locations in the country. This Workshop, the first to be held in Texas, was planned and organized by the TAM Planning Committee, the members of which are:

Raymond J. Totoro, (Chairman), Regional Liaison Representative, FMD, OCDM-Region 5, Denton

Charles V. Brant, Agricultural Marketing Service, Fort Worth

O. B. Briggs, Federal Crop Insurance Corporation, College Station

Harry C. Freeman, Agricultural Marketing Service, Dallas

Roy L. Huckabee, Texas Agricultural Extension Service, San Angelo

J. N. McClelland, Agricultural Marketing Service, Dallas

G. R. McPherson, Commodity Stabilization Service, Dallas

J. E. Ward, Agricultural Research Service, Austin

Dr. John L. Wilbur, Agricultural Research Service, Austin

John J. Slaughter, Agricultural Marketing Service, Dallas

L. D. Smith, Farmers Home Administration, Dallas

The committee invited Dr. Daniel C. Pfannstiel, Assistant Director, Texas Agricultural Extension Service, College Station to serve as Workshop Director. Dr. John L. Wilbur, Veterinarian in Charge, Animal Disease Eradication Division, Austin, a member of the committee, is handling the arrangements for the Workshop facilities.

ACKNOWLEDGEMENTS

The participants of the TAM Workshop would like to express our sincere appreciation to all those who planned, organized and directed this Workshop.

To Mr. Raymond J. Totoro, Chairman of the TAM Planning Committee, and the other members of the committee who gave so freely of their time and efforts in making this Workshop a reality. Their teamwork was so essential for the success of this Workshop.

To Dr. John L. Wilbur and his staff for the very fine physical arrangements for the Workshop. We are also grateful to his office for the typing assistance in preparing this report.

To Dr. Daniel C. Pfannstiel, TAM Director, for his able direction and guidance during the Workshop. His tireless efforts in helping to plan the Workshop also contributed greatly to its success.

We are deeply indebted to all of the speakers for the excellent presentations. The vast knowledge and experience that they shared with us was inspirational and useful.

All of the committees deserve a pat on the back for a job well done. Especially to the Editorial Committee we give our thanks for a fine job in editing and assembling the final Workshop Report.

We also thank the Austin National Bank for the hospitality breakfast.

Foreword

Thoughts without content are empty, intuitions without concepts are blind, ideas without organization are daydreams. Leadership must weld thoughts, intuitions and ideas into a weapon for the advancement of people. Thus, leadership becomes the nerve center of progress.

The TAM Workshop brought together aggressive leadership from various segments of the United States Department of Agriculture, operating within the State of Texas. It assembled in Austin, Texas and was dedicated to the principle of enlightened leadership.

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INTRODUCTION

by
Daniel C. Pfannstiel
Workshop Director

This Workshop was designed to develop a better understanding of the theory and practice of administrative management on the part of key selected employees of Departmental agencies. Participants in the Workshop were selected from nominations made by each of the nine agencies represented in this Workshop.

During the Workshop, the participants were to have the opportunity to discuss current management theory, problems and practices with leaders from government, institutions of higher learning and industry. Through this experience, it was anticipated that participants would further develop the management attitudes, skills and ability they presently possess and gain a broader understanding of the Department's agencies, programs and activities.

Participants served in several capacities during the Workshop in addition to being an active participant: as a member of one of the six Workshop committees, as an evaluator, and as a presiding officer or summarizer of one of the sessions of the program. Participants were encouraged to select and read one of the books on administration or supervision available from the Workshop reference library.

What U. S. D. A. expects from this TAM Workshop.

1. Trained employees who will be considered for higher supervisory and administrative positions.
2. Improved performance by trainees already in responsible positions.
3. Development of a body of administrative information that will have general use in the Department.
4. Nucleus from which better training in Administrative Management will spread throughout the Department.

What a trainee may expect from this TAM Workshop.

1. Opportunity to hear and get acquainted with a few management leaders.
2. Opportunity to work side by side with other selected individuals on problems of agricultural administration.
3. An opportunity to collect and present problems of administration from his own agency for cooperative solution.
4. To receive guided instruction on management principles.
5. Opportunity to review and discuss some of the best publications in the field of administrative management.

It is important that the U. S. Department of Agriculture, through the individual participants gain the greatest possible benefit from this Workshop. If the sessions are as good as they should be and the ideas presented are put into effect in your jobs, good results can be expected. Therefore, great emphasis will be placed on practical application to jobs in agriculture.

Emphasis should always be placed on simple, concise, and forceful .. method of writing and speaking. You will recognize that no matter how good an administrator's ideas are, they are worthless unless he can express them so they will be understood.

"AGRICULTURE IN A NATIONAL EMERGENCY"

by

Raymond Totoro
Regional Liaison Representative, USDA

Mr. Totoro is the Regional Liaison Representative of the Department for Region V of the Office of Civil Defense Mobilization with headquarters in Denton, Texas. His job is to represent USDA in connection with its Civil Defense activities in Arkansas, Louisiana, New Mexico, Oklahoma and Texas. He has held his present position on a full-time basis since January, 1960 but served part-time in this work for the prior six years. Mr. Totoro graduated from Oklahoma University with an LLB Degree in 1931 and has been employed by AMS and other offices of USDA for over 21 years. He now resides in Denton.

Introduction:

The Director of the Office of Civil and Defense Mobilization has well stated that "Civil Defense has a very personal and universal interest to all Americans".

In this atomic age, the threat of our possible destruction by nuclear energy has become and will remain a part of our way of life.

It is well established that if an attack ever should occur on this country, there would not be time to establish new agencies or organizations and if we are to survive and recover, it must be with Government then in existence. All agencies of the Federal Government have been delegated responsibility of preparing national emergency plans and developing preparedness programs as a part of the National Plan for Civil Defense and Defense Mobilization.

The Role of USDA

The delegations of Civil Defense responsibilities to the Department are very important and include the following:

1. The production, processing, storage and distribution of food through the wholesale level.
2. The prevention and control of fires caused by enemy attack in rural areas of the United States.
3. The protection of livestock, including poultry, and products therefrom, and crops against biological and chemical warfare.
4. The protection of agricultural resources from radioactive fallout.

By the issuance of "Defense Mobilization Planning to Assure Continuity of Essential Functions in Event of Civil Defense Emergency" in June, 1960, the Secretary of Agriculture assigned the above functions to the various services of USDA. These functions are listed in Attachment 1.

Emergency Organizations

The June 1960 document also created an emergency organization at all levels, National, State and County, to carry out these responsibilities. Attached are charts showing the organizational relationship of the Emergency Planning Committees and Agency Representation.

In the event of a national emergency, the State EPC will become operational and the Chairman will become USDA State Administrator responsible directly to the USDA national headquarters for the direction of all USDA program activities in the State except Commodity Offices (CSS), National Forest Administration (FS), Area Food Distribution Offices (AMS), and Research Laboratories and Stations (ARS-AMS-FS). In such event County EPC's become USDA County Defense Boards.

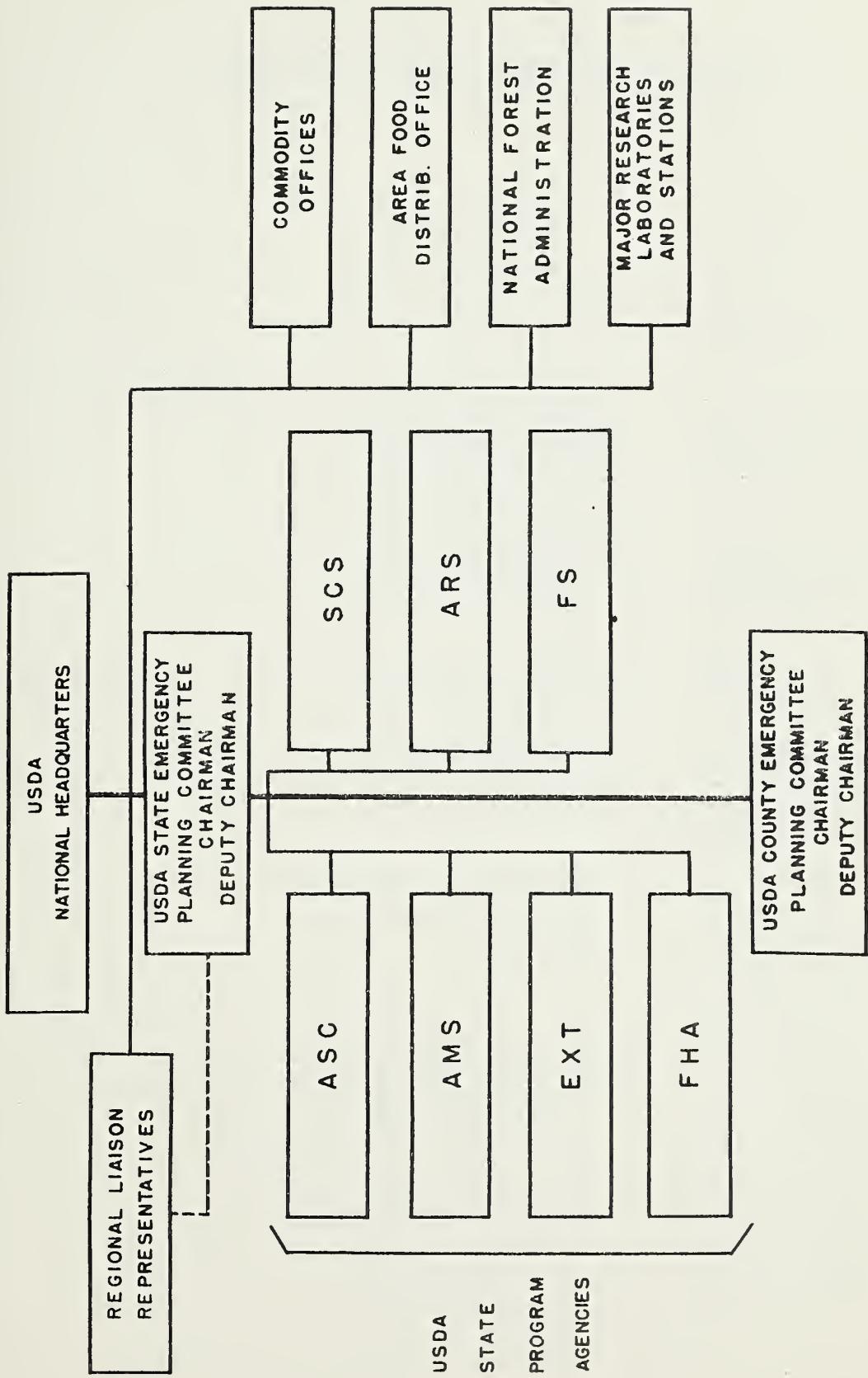
The Texas State Committee has been formed and Dr. John L. Wilbur, Jr., ARS, is Chairman; H. N. Smith, SCS, is Deputy State Chairman. The Committee will soon establish the County Emergency Committees and designate a Chairman in each county where USDA offices exist.

USDA is taking positive steps in assigning responsibilities and effecting operating arrangements incident to a preparedness program involving USDA functions in an emergency.

Conclusion

The President has said, "Along with our military defense and retaliatory forces, civil defense and defense mobilization are vital parts of the nation's total defense - - together they stand as a strong deterrent to war."

USDA ORGANIZATIONAL RELATIONSHIPS FOR EMERGENCY PLANNING
AND DIRECTION OF DEPARTMENT PROGRAMS



----- Planning and coordination of State defense programs in the region.

U. S. DEPARTMENT OF AGRICULTURE

SOME REGULAR PROGRAMS OF USDA AGENCIES AND THE
RELATIONSHIP OF THESE PROGRAMS TO DEFENSE

October 1960

	<u>REGULAR PROGRAM</u>	<u>DEFENSE CONNECTION</u>
COMMODITY STABILIZATION SERVICE (CSS) (including Commodity Credit Corporation and Agriculture Stabilization and Conservation Committee.)	Price Support Acquisition management, and disposition of agricultural and food commodities. Production adjustment (acreage allotments marketing quotas)	Price incentive for production Food stocks for use in an emergency Emergency supply program Authority base for emergency production adjustment
AGRICULTURAL MARKETING SERVICE (AMS)	Agricultural estimates Market news Inspection & grading & standardization Regulatory programs	Basic data for supply analysis Prevention & detection of food contamination, plus standardization needed in certain other programs. Some would be used (e.g. milk market orders which contribute to orderly and stable marketing.)
	Direct distribution and school lunch	Distribution of food to those in distress or need. Civilian food requirements estimates
	Market Research	Studies useful in program development such as quantities of food in retail channels.

	<u>REGULAR PROGRAM</u>	<u>DEFENSE CONNECTION</u>
FOREST SERVICE (FS)	<p>Management & protection of national forests.</p> <p>Advice, assistance & cooperation in management and protection of State and private forest lands.</p> <p>Forest Research</p>	<p>Rural Fire Defense</p> <p>Timber production</p> <p>Same</p>
AGRICULTURAL RESEARCH SERVICE (ARS)	<p>Farm Production Research</p> <p>Utilization Research</p> <p>Regulatory programs involving control and eradication of plant and animal diseases.</p> <p>Meat Inspection</p> <p>Credit programs for farmers</p>	<p>Ignition & spread of fire.</p> <p>New uses for wood and forest products to replace scarce materials.</p> <p>Farming methods which save scarce materials and manpower.</p> <p>Substitutes for scarce commodities. Emergency rations.</p> <p>Defense against BW and CW & radiological fallout as they relate to animals and crops.</p> <p>Prevention & detection of contaminants of meat and meat products.</p>
ARMEDS HOME ADMINISTRATION (FHA)		Credit assistance for farmers in emergency
OPERATIVE EXTENSION SERVICE (CES)	Information, education and demonstration (in cooperation with States)	Farm community counseling
DIL CONSERVATION SERVICE (SCS)	<p>Permanent national soil & water conservation measures including advice to farmers and ranchers in soil conservation districts.</p> <p>Flood control projects</p>	<p>Ability to analyze soil for contamination</p> <p>Soil decontamination</p> <p>Water conservation</p>
		Protection of upstream water supplies

NOTE: Some of the other agencies also have responsibilities relating to defense.

BROADER UNDERSTANDING OF USDA

by

Luke M. Schruben, Assistant Administrator
Federal Extension Service, Washington, D. C.

Mr. Schruben was raised on a farm and received his B.S. and M.S. degrees from Kansas State University, Manhattan, Kansas. He has been in the field of agricultural economics for 28 years. In these 28 years he has held positions at the local, State and National levels. He has been a teacher, a farm management specialist, a senior economist, a business manager. He also served in the U. S. Navy during World War II.

PRESIDING OFFICER: Joseph E. Ward

SUMMARY

by

Ray D. Siegmund, TAES - Frank R. Huster, ARS

The purpose of this session was to get a better understanding of USDA as well as of the relationship of each agency to other agencies of USDA. The speaker gave a comprehensive quiz to the participants on the functions, services and duties found in various agencies located in the USDA. This was followed by a discussion of the questions on the quiz. (See Attached)

Mr. Schruben explained that the Secretary of Agriculture saw fit to establish new agencies in the Department of Agriculture instead of enlarging the older agencies because of the development of new and specialized responsibilities.

Mr. Schruben discussed a "flow chart" on the USDA. Beginning with the Secretary of Agriculture, each agency and its functions were projected in an outline form on a screen. The speaker discussed and explained the functions and duties of each agency. The participants were free to ask questions at any time. After each agency was discussed by the speaker, he asked agency participants to add their comments.

Bibliography:

"Activities of the United States Department of Agriculture", February 1959. Office of Budget and Finance, Washington 25, D. C.

"A Guide to Understanding the USDA", February 1960, U. S. Department of Agriculture, Office of Personnel, Washington 25, D. C.

"The United States Department of Agriculture", Office of Information, USDA, Washington 25, D. C.

1. At National level, which agency has responsibility for development of the cost-sharing conservation practices under the Soil Conservation and Domestic Allotment Act? _____.
2. Research in Soil and Water Conservation practices is carried on by which agency? _____.
3. The five "research" agencies of the Department are: _____, _____, _____, _____, _____.
4. The agency of the Department referred to as the "educational arm" of the Department is _____.
5. The _____ Service administers the public lands for which USDA had management responsibility.
6. My farm has problems involved in connection with rapid run-off; needs land leveling or "structures" to improve the productivity. To whom do I apply for service? _____.
7. Your son is attending a Youth Camp. Which agency probably has "donated" some of the staple supplies? _____.
8. The next crop report is due out August 10 - which agency compiled the data and from what source? _____.
9. Futures Marketing is supervised by _____.
10. Section 32 funds are funds made available annually by the Congress, based on the equivalent of 30% of customs fees. They are used for what purpose and which agency administers? _____.
11. Public Law 480 funds (sometimes referred to as "funny-money") are designed to help American farmers get overseas markets. How and which agency administers this? _____.
12. CCC means _____. How is it financed? _____.
13. Price support means, technically, a subsidy. True or false? _____.
14. Price supports, acreage allotments marketing quotas are administered by _____.
15. Crop insurance is available in all agricultural counties where there is a county agent. True or false? _____.
16. Farmer Jones has an operating loan from a Production Credit Association. He needs additional funds for regular farm operations. FHA can or cannot help him. (underline)
17. Since REA cooperatives borrow low interest funds from Federal Treasury, the REA's main responsibility is _____.
18. Identify these abbreviations: ACPS_____, FES_____, FCIC_____, ASC_____.
19. Which agency directs the Great Plains Program: _____.
20. The Rural Development Program is a loan fund available to farmers for new land development. True or false? _____.

FUNDAMENTALS OF MANAGEMENT

by

Arthur L. Kramer
Engineering Development Service
Texas A & M College

Mr. Kramer is a native of Missouri and obtained his B.A. degree at St. Josephs College in Illinois. He has served as a mechanical engineer at Research and Development Center of Aberdeen Proving Ground, and later organized and developed the Physical Test Laboratory at this installation. He has had much experience in the small and large manufacturing field, and has been responsible for negotiating union contracts and labor disputes. He has achieved an enviable record in the field of personnel management.

At the present time he is coordinator of the Technical Training for the Engineering Extension Service of Texas A. and M. College.

PRESIDING OFFICER: James C. McBride

SUMMARY

by

J. M. Hendricks and J. H. Williamson

In discussing the Fundamentals of Management the subject can be approached in one of two ways. The first method would be to list all of the principles of management and those traits that a man must have to succeed in the field. We could prepare a listing of these principles and traits, but when it was completed we would have nothing more than a list of facts that would be somewhat familiar to all of us.

The second method of discussion is one in which the participants of the Workshop will have an opportunity to express his opinions which will help us to see the Fundamentals of Management at work. This will give us a practical basis on which to consider them. We can accomplish this by answering and discussing together a series of 30 questions on this subject. Each participant is requested to be completely honest in his answers. The questions should be answered according to his own convictions, he should not try to anticipate the reply.

The series of questions and the way this group answered them is repeated for your information and further review. For some time a perpetual inventory of the answers to these questions for a number of groups has been retained. The consensus to date of the various groups who have taken this "exploratory quiz" is indicated by an asterisk.

Engineering Extension Service
Texas A. & M. College System

Exploratory Quiz for Training
in Administrative Management

FUNDAMENTALS OF MANAGEMENT

1. The terms management and administration are synonymous and really mean the same thing.
2. Management is fast becoming a science and should be professionalized in time.

Yes 4 No*28

Yes 17 No*15

3. Planning, organizing and controlling are the three primary executive functions and a thorough understanding of these principles will insure success as a manager. Yes*12 No 20
4. Experience is more important than education in the development of a manager. Yes 24 No *8
5. Making decisions is the most important single act performed by an executive or manager. Yes*26 No 6
6. It is possible to delegate responsibility without authority or authority without responsibility Yes 5 No*27
7. Lack of confidence in our subordinates is the principle reason we do not delegate. Yes 23 No *9
8. "Executive control" refers to the systems, methods and procedures of control, such as budgets, financial health and profits rather than the control of weaknesses and strengths of human beings in the work situation. Yes 10 No*22
9. The threat of dismissal is one of the most frequently used means to gain compliance. Yes*13 No 19
10. The "busy executive" will produce more than his alter image "the slow methodical type." Yes 3 No*29
11. It is better to make a decision even though it be wrong rather than make no decision at all. Yes*31 No 1
12. Management sets the standards of minimum acceptable performance for each employee. Yes 12 No*20
13. We all tend to resist change and resent criticism. Yes*31 No 1
14. An executive can be loyal to his company, his own ideals and the views of his employees even if all make different demands on him. Yes*28 No 4
15. Having made a decision, we should stick with it even though we later recognize that it was a poor one, provided the consequences are not too serious. Yes 6 No*26
16. Intelligence is the product of education. Yes 10 No*22
17. Fraternization between management personnel and workers should be discouraged except in some rare instances. Yes 12 No*20
18. It is more difficult to correctly give information than it is to receive it. Yes*26 No 6
19. Excessive drinking, gambling or other deleterious habits require company censure or control even though these acts may be practiced by the employee on his or her own time. Yes*31 No 1

20. Attitude surveys are the best means for measuring morale. Yes*6 No 26
21. Everyone should be given the opportunity to register his or her grievances anonymously. Yes 26 No *6
22. Management often fails to understand the needs of the worker. Yes*32 No 0
23. While all employee information should be transmitted to Management there is considerable information that cannot be divulged to the employee. Yes*26 No 6
24. The loyalty of workers who strike is questionable even though their action is occasioned by group pressure. Yes 3 No*29
25. The attitudes of an individual are easily changed if we really go to work on it. Yes 20 No*12
26. A company should be responsible for the mental and physical well being of its employees. Yes*22 No 10
27. Employee motivation is merely the business of satisfying their needs Yes *3 No 29
28. An administrator should never do anything he does not have to do or do anything today that he can put off until tomorrow. Yes 0 No*32
29. Money is not the greatest motivating force for employees. Yes*28 No 4
30. There is little actual knowledge on what the leadership process is, how it works and under what conditions it is most effective. Yes*10 No 22

Mr. Kramer then discussed the definitions of the various terms used in the "Quiz". These definitions were those given by selected authors.

In conclusion, the fundamental requirements of successful management on which we all agree are: (1) planning, (2) organizing and (3) controlling. The planning phase includes the goals, aims and clear cut policies of an organization; organizing is the deciding, communicating, delegating, coordinating, motivating and reporting activities whereas the controlling is made up of processes for checking behavior and disciplinary actions.

The film entitled "Birdie McKeever" was shown at the end of the discussion period. This film indicated that a solution to a problem in management can often create another situation more difficult than the original problem.

THE SUPERVISOR'S ROLE IN MANAGEMENT

AND LEADERSHIP

by

N. P. Stephenson

Deputy State Administrative Officer
Soil Conservation Service

Mr. Stephenson, a native Texan, is a graduate of Texas A. and M. College. He taught vocational agriculture in the public schools of Texas for five years before beginning his career in the U. S. Department of Agriculture.

His career in the Soil Conservation Service of the Department of Agriculture has spanned more than 20 years. At present he is serving as Deputy Administrative Officer of the Soil Conservation Service at Temple, Texas.

Mr. Stephenson served as a member of a Service-Wide Management Training Committee that made a study of management training programs of a number of Federal agencies and developed the management training program for the Soil Conservation Service.

PRESIDING OFFICER: Jack Bradshaw

SUMMARY

by

F. Wainwright Blease and T. B. Davich

The supervisor's rôle in management, if it is to be effective, must take into account a knowledge of people and what motivates them. Effective leadership is brought about when such knowledge is skillfully applied to the work unit for which the supervisor is responsible.

Some of the facts which help us to understand people and which should contribute to an increased efficiency on the part of the supervisor are:

1. A worker produces no more than he wants (or is motivated) to produce.
2. People utilize less than one-half of their capabilities.
3. Personality failures account for more job failures than technical "know-how."
4. The majority of the people are honest and want to please others.
5. People have fear of what others think about them.
6. We understand others only as we understand ourselves.

The ability to motivate employees is an essential attribute of the supervisor. The objective of motivation in a supervisor's role is to develop a high producing unit. This unit must possess some of the following characteristics:

1. High group loyalty
2. Effective communication throughout the unit.
3. Little outside pressure for production
4. Freedom to set its own pace
5. Top management appreciation of the importance of the unit supervisor.

The basic principles of supervision, learned through the collective experiences of numerous successful supervisors are:

1. The supervisor must know his people as individuals.
2. People must always understand clearly what is expected of them.
3. People must have guidance in their work.
4. Good work should always be recognized.
5. Poor work deserves criticism.
6. People should have an opportunity to show what they can accept greater responsibility.

WORK PLANNING, SCHEDULING AND MEASUREMENT

by

Charles C. Weaver, Head

Data Processing

CSS Commodity Office, Dallas

Charles C. Weaver, Certified Public Accountant; B.A. in Economics, Texas Christian University; graduate study at American University. He has had accounting experience in the fields of construction, hotel, investment, oil, railroad and restaurant industries.

1949-1950: Assistant Chief, Fiscal Division, New Orleans CSS Commodity Office

1950-1955: Assistant Chief, Fiscal Division, Dallas CSS Commodity Office

1956-1958: Automatic Data Processing Staff Chief

Present: Data Processing Division Chief, CSS, Dallas Commodity Office

PRESIDING OFFICER: Rudolph D. Radeleff

SUMMARY

by

John H. Southern and Albert E. Mandeville

The question perplexing most administrators and company presidents today is, "How can my company or business operate most effectively?"

The subjects -- planning, scheduling, and measurement -- are each major phases of most operations. And in many cases, they apply to the office operations as well as the assembly line or production in the plant.

The trend to specialization is here to stay. And with it we will increase our staff and overhead.

WORK PLANNING

Our problem is: How can we best utilize the organization and the employees' talents?

Study and understand the programs and their purpose.

Determine what is to be done.

Determine how it is to be done.

Determine where it is to be done.

And since all of us work for the government, I would add one more. Determine why it is to be done.

Systems and Procedures. Make certain that this activity is properly located in your organization.

1. Be sure your system is adequate.

2. Check your procedures to see that they are clear and concise and cover the operations, step by step.

Submitting a report of plans is only the beginning if the plans are to serve a useful purpose. You should review carefully each work plan with each key employee.

1. You should ascertain that all important aspects of the work are covered.
2. You should make additions or deletions to the plan.
3. You should be certain that the work plan of all units fits into the over-all system and that there are no conflicts.
4. You should be certain that the proposed plans are possible and within means available.
5. You should be certain that the work plans further over-all objective of the agency.
6. You should agree upon revised final work plans and document them.

You must maintain a constant follow-up on the accomplishments of the work plans.

1. This may be done by written reports, inquiries at staff meetings, work measurement, or personal observation of results.
2. You must ascertain reasons for failure to accomplish plans and attempt to eliminate factors that caused failure.

In drawing this comparison, we must consider complexities of the operations of agencies.

In planning we must:

1. Identify the problem and understand it objectively.
2. Define and clarify the goals we seek--the results we are after.
3. Examine alternative routes to these goals and alternative combination to achieve them.
4. Analyze the possible consequences of each alternative.
5. Appraise the alternatives and choose the best with caution.

WORK SCHEDULING

Now, we shall talk about the when part of our work plan.

1. It should provide an estimate of the timing of various segments of the work plan.
2. It requires a critical step-by-step and priority review of the different work items to be completed.
3. It involves an analysis to determine the length of time each step will take in the completion of the plan.
4. Finally, based on these studies, it results in a calendar of events, with estimated dates for completing each step of the over-all plan.
 - a. Under or over estimates of time required will necessitate periodic revision in schedules.

WORK MEASUREMENT

What is it? How does it work?

How can productivity be increased and costs decreased?

Do you really know just how much manpower you need to run your office?

Can you prove it with facts and figures--or just conversation?

Is your productivity increasing or decreasing? Are you certain?

Do you know for sure when to add or reduce personnel?

How much work did you receive during a given period? Do you know?

How much did you complete?

What is your backlog?

CONCLUSION

I believe we all agree that the ingredients for efficient operations are:

1. People
2. Systems, procedures, machines and working tools
3. Space

Administrators, directors, managers, and supervisors accomplish work -- good, bad or indifferent -- through people.

SELF-DEVELOPMENT
by

Earl Rudder, President
A & M College of Texas

Earl Rudder was born in Eden, Texas in 1910 and obtained his early education in the public schools of Eden. He is a graduate of the Agricultural and Mechanical College of Texas. He majored in industrial education. He graduated in 1932 with a Bachelor of Science degree, and with a reserve commission as a Second Lieutenant of Infantry. He served as an officer in the Army during World War II and he has varied experience as Infantry Company Commander, Ranger Battalion Commander and Infantry Regimental Commander. He now holds the rank of Major General in the Army Reserve. Mr. Rudder has served as Mayor of Brady, Texas, and as Commissioner of the General Land Office of the State of Texas. He was appointed Vice-President of Texas A. and M. College on February 1, 1958 and was promoted to the Presidency of the College on July 1, 1959.

PRESIDING OFFICER: L. D. Smith

SUMMARY
by

E. E. Hoosier and W. C. Ball

There are many examples of self-development. We often refer to a self-developed person as a "self-made man". The image that comes to us when we speak of a self-made man is the image of a man who overcame some handicap to contribute to the welfare or advancement of his fellow man. I would like to point out that there can be self-development which contributes to the miseries of the world. Hitler and Mussolini are examples of this type of self-development.

The point is that self-development alone is not enough. Self-development must be directed toward good and not toward evil. Our image of self-development must be of such men as Sam Houston, Lincoln and Washington. Now let us examine the characteristics of self-development as they were found in these great self-made leaders.

- I. Essential tools for self-development
 - A. Desire and capacity to learn
 - B. Compassion for fellow human beings
 - C. Determination and devotion
 - D. Ability to withstand hardship and disappointment
 - E. Capacity for self denial
 - F. Honesty
 - G. Work - work - work - work

- II. Attitudes for self-development
 - A. Every problem offers an opportunity
 - B. An appreciation for attitudes and ideas of others
 - C. Always be willing to learn and have a desire for self improvement
 - D. Correct images for oneself and a constant upward shifting of goals, ideals and standards.
 - E. "I will pull my own load."

- III. Climate for self-development
 - A. Opportunities for development of minds
 - B. Freedom, as we know it in America
 - C. Motives and rewards for excellance
 - D. Society adopts and holds up proper images to our youth
 - E. Encouragement for individual initiative and ideas

To sum up self-development I would say that successful self-development is a high priced toll road. To travel this road an individual must be willing to pay the toll and at the same time "Do unto others as you would have them do unto you."

HUMAN RELATIONS IN MANAGEMENT

by

Joseph K. Bailey, Chairman
Department of Management
University of Texas

Dr. Bailey was born in West Virginia and has been a resident of Texas since 1946. He is Chairman of the Department of Management of the University of Texas and has held this position for 3 years.

He received his A.B. and B.S. degrees at Salem College, Salem, West Virginia in 1934 and his M.B.A. at the University of Texas in 1948. He was also awarded his Ph.D. at Texas University in 1955.

Dr. Bailey's special field of interest is human relations and organization. He has served as a staff member for various management training and development programs - the University of Texas 5-week Executive Development Program; the University of Texas Executive Seminar Series; Department of Army; Texas Restaurant Association; Southern Gas Association; Texas Real Estate Association; etc., programs.

Dr. Bailey is a member of Academy of Management, Southwest Management Association, Sigma Iota Epsilon (National honorary and professional management fraternity), Delta Sigma Pi, and Beta Gamma Sigma.

He now makes his home in Austin.

PRESIDING OFFICER: R. Vance Graham

SUMMARY

by

Ted Rea and E. W. Winston

Human relations is the intergration of people working together in a way that motivates them together, economically and socially.

I. Objectives of Human Relations in Management.

- A. Get people to cooperate
- B. Get people to produce
- C. Get people to work in such a way that can satisfy their
 - 1. Economic needs
 - 2. Philosophical needs
 - 3. Social needs

II. Four fundamental concepts on human relations.

- A. Motivation - key to good human relations. Must get the people properly motivated before job can be done.
- B. Individual differences - consider each person as a different individual.
- C. Mutual interest
 - 1. Personal gains
 - 2. Self-satisfaction
 - 3. All workers need the same objectives to get the job done properly

D. Human dignity - it is most common factor in human relations.

III. Objectives of an organization

- A. No organization can remain in existence without objectives.
 - 1. Primary - provide a product or a service to the people
 - 2. Social
 - 3. Personal - profits or dividends
Workers - Managers. Share holders - wants to get the value from the company.
- B. Thirty years ago all private companies were concerned with their primary objectives only.
 - 1. Functions (Jobs)
 - 2. Personnel (People)
 - 3. Physical factors (Things)

IV. Functions necessary to get the job done

- A. The most important part of a company is the people working in the company and their relationship to the company. (Hawthorne Experiment - Telephone Company)
 - 1. To get high production from workers, they must have good working conditions - physical surroundings.
 - 2. Employees must be given consideration in planning.
 - 3. Employees must not be taken for granted.
 - 4. Managers must have multiple skills. A good manager has 3 kinds of skills. All of these skills can be developed.
 - a. Technical - must know his job well.
 - b. Human skill - "People" - inside development
 - c. Conceptual skill - big over-all picture

V. Human Relation Philosophy includes

- A. Participation - employees should be allowed to make decisions with management.
- B. Delegation
 - 1. Philosophy - own initiative
 - 2. Plan - get job done by delegating
- C. Unity of command
- D. Unity of direction
- E. Self-discipline - let the workers know what is expected of them
- F. Informed organization - when personal objectives are not being carried out by formal organization they will be from informal organization
- G. Communication
- H. Leadership
- I. Stimulation to change.

PUBLIC RELATIONS IN MANAGEMENT

by

Charles Wooldridge, Vice President
in Charge of Public Service
Texas Power and Light Company

Mr. Wooldridge graduated from Texas Tech in 1930. He has worked with Texas Power and Light since then. He was Governor, Rotary, 1939-40; District President, Rotary, 1947. He is an Ex-President, Board of Regents, Texas Tech.

He is presently a Director of the Cotton Bowl Association.

PRESIDING OFFICER: Ralph C. Moyle

SUMMARY

by

James B. Cheatham and Edward O. Olson

To deserve good public relations, the company must satisfy patrons, employees and customers.

The patrons want good service, now and in the future, efficient utilization of power, at lowest possible cost. The employees want highest wages consistent with company needs, and in balance with the labor market; they want pleasant and safe working conditions, and an opportunity to use their highest skills for benefit of self and company. The stock holders, comprising tens of thousands of investors, expect dividends.

But, deserving good public relations is not enough. TV, radio, newspapers, ads, and mailed publicity were worthwhile, but were not enough. Survey run by impartial group indicated that there was a need to inform people of company's activities. The company was embarrassed to learn that too many people considered the company public-owned; the company paid more than 19 million dollars in taxes and got no credit for it. The company was particularly sensitive to this point, because of its position in the controversy over private versus public power. Since public evaluation of a company depended on what people thought of company employees, it was particularly embarrassing to the company that many of their own people didn't understand company operations, methods and objectives.

To obtain a better public image, the company organized an employee training program, which included information on company operations and management techniques. The company was gratified at results since their supervisors were eager to enroll in program. The program was expanded to provide information to other non-supervisory employees; 80 conference groups, of 12-20 members, were formed and each had a leader. Each leader went through training program, and these explained company operations to rank and file. Fifty men finished a speech course and became a speakers pool for talks to interested groups.

Other efforts to earn, deserve and secure a good image with the public included the following:

- (a) plant tours - 65,000 people per year
- (b) recreation areas made available to public
- (c) sponsored 4-H Clubs
- (d) encouraged employees to teach customers more about company.

It is in the company interest that the public (as well as customers, employees and stockholders) have a good conception of our business. This company concentrated on informing their own employees, knowing that they will help to inform others.

COMMUNICATIONS WITHIN THE ORGANIZATION

by

S. Marshall Kemp
Area Employment Supervisor
Southwestern Bell Telephone Company

S. Marshall Kemp is a native Texan, having been born in Rotan in 1922 and now resides in Houston. He attended Texas Christian University; Indiana University; and Washington University. He holds a B.S. degree with a major in psychology. Mr. Kemp has been employed by the Southwestern Bell Telephone Company for the last 13 years. He served as the manager of the Sweetwater, Texas office; as District Manager, Midland, Texas and since 1956 his work has been primarily in the field of personnel development. He served as the Assistant Seminar Director in Advanced Middle Management for his company in St. Louis, Missouri. He is now the Area Employment Supervisor for Southwestern Bell in Houston, Texas and supervises the centralized employment offices for the southern half of Texas.

PRESIDING OFFICER: Albert R. Nesuda

SUMMARY

by

R. Donald Foster and W. R. McCullough

Communication constitutes the life blood of an organization. Even though top management makes the best possible decisions, the organization will surely die if communication is inadequate. Internal communication is as important as external communication. The whole area of supervision is dependent on communication.

Barriers to Communication:

Rank - just being a boss detracts from the creation of a permissive atmosphere.

Words - the symbols we use to communicate mean different things to different people. These symbols come about by experience. Getting an idea across from one person to another requires coding by the first person's experience and decoding by the second person's experience. If the second person feeds back the same interpretation as that of the first, then the thought got through.

Different frames of reference - we are all a part of our background, education, associations and identification. These are never identical and seldom parallel.

The closed mind - when we decide we know all we cease to engage in two-way communications.

Jumping to conclusion - this also effectively stops communication. A person may miss the intended message by jumping to conclusion before the speaker finishes what he wanted to say.

Reducing barriers:

Attitude - we must recognize the importance of good communication and analyze our present results.

Skills - the art of communicating can be developed.

Oral Communication

- a. The climate is important.
- b. We must give the other fellow a chance to talk.
- c. Encourage the other person to express his feelings as well as facts.
- d. Learn to really listen!
- e. Use feed back as a follow-up check.

Written Communication - Good writing does not come from rules but rather from principles applied with thought.

- a. Be direct.
- b. Use active verbs.
- c. Keep sentences short.
- d. Prefer the simple to the complex.
 - 1. Use familiar words.
 - 2. Use short words.
 - 3. Use single words rather than round-about phrases.
- e. Try to communicate (transfer meaning) rather than impress.
- f. Prefer the concrete to the abstract.
- g. Think before you write - organize.

TALKING WITH PEOPLE

STEP	SKILLS
1. Put at ease	Use pleasing manner Use listening responses (such as nod of head)
2. Encourage to talk	Use lead-off question (open question rather than closed question) Use listening responses
3. Follow-up (key thoughts)	Use open questions Use listening responses

STEPS IN THE APPRAISAL INTERVIEW

- 1. Be sure employee understands what we want to do.
- 2. Be direct.
- 3. Let employee express his views.
- 4. Talk about what he DOES and not what he IS.
- 5. Be sure to listen.

ORGANIZING AND CONDUCTING USDA MEETINGS THAT LEAD TO ACTION

by

John E. Tromer, Chief
Personnel Branch
Central Area Administrative Division, AMS.
Chicago, Illinois

Mr. Tromer is a native of Kansas. He graduated from Colorado State University in 1933. His first appointment was with the Forest Service in 1933. He has also worked with the War Department. Mr. Tromer has held positions in Personnel Administration with the Federal Government since 1942. He attained his present position in 1956.

PRESIDING OFFICER: Ben A. Jordan, Jr.

SUMMARY

by

William H. Arlen and Joseph E. Ward

Mr. Tromer commenced his talk by emphasizing our responsibility as managers is to get the job done through people and the importance of communication in management. He said the greatest problem is man's understanding of man. He called attention to the rapid progress being made in technical communications equipment as compared to the slow progress being made in the art of communicating, that is, the transferring of ideas from one person to another. A problem well stated is half solved. We communicate orally, in writing and by mechanical means. Listening is a skill which must be learned. Too frequently men are tuned to different wave lengths. Listening takes energy, Listening is an active process and involves all senses.

Mr. Tromer demonstrated techniques in the inexpensive construction and use of numerous visual aids. He explained how visual aids can be used to help a speaker to effectively communicate. Some of the items demonstrated by Mr. Tromer were:

Flannel boards
Name cards
Flip charts and magic markers
Slide Projector
Vu-Graph and its many innovations
Preparation of low cost transparencies
Metal board with magnets

Mr. Tromer concluded his session with a discussion of the four following steps in organizing a meeting: (1) state objective, (2) develop plans, (3) announce the meeting, (4) make all necessary arrangements. All participants were given copies of the following publications: (1) "Conducting USDA Meetings", (2) "Making Your Meetings Worthwhile", (3) "So You're Going to Have a Meeting", and (4) "So You're on a Committee".

INNOVATION AND CREATIVITY IN MANAGEMENT

by

Wilson J. Bentley, Head
School of Industrial Engineering
and Management
College of Engineering
Oklahoma State University

Mr. Bentley was born in Yukon, Oklahoma in 1916. His degrees, obtained from Oklahoma State University, are a B.S. in Industrial Engineering and a M.S. in Industrial Engineering and Management.

Mr. Bentley is a Registered Professional Engineer in Oklahoma and is a member of several societies and organizations.

He has been employed with several engineering and construction firms and has been a consultant to oil production firms and commercial firms in the U. S., Canada and Europe in the fields of management organization, personnel, job evaluation and methods improvement.

He has also written numerous articles in his field for technical magazines.

PRESIDING OFFICER: Jack H. Barton

SUMMARY

by

Edward W. Thompson and John H. Cooper

Creativity and innovation are the prime prerequisites of successful management. Management is defined as the activity of maintaining a system of coordination of human activities.

An example of practicing creativity and innovation is organizing your own work and the functions of your own immediate employees.

The creation or adoption of innovations of specializations such as time, manner, place and personnel will heighten the effectiveness of any size organization. The primary facets are analysis of purpose, to recognize limiting factors and any alternative to accomplish a purpose. This is a difficult aspect of managing.

Innovation is a combination of techniques, not necessarily used before, to produce a product that will overcome a limiting factor. Innovation is not necessarily the creation of a new action.

The discovery and use of new methods of motivation is an outstanding example of creativity and innovation. It is the manager's responsibility to make maximum use of employee's abilities in organizing a shop or organization of any type.

If the needs of the individual employees and the organization are not realized by management the best combination of events or circumstances cannot be utilized by management for a smooth working organization.

Group participation in workshop problems was excellent. Several interesting and enlightening experiences were introduced in line with presented problems.

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PROGRAM

Sunday - October 30, 1960 - 3:00 - 6:00

Subject:

Discussion Leaders

Opening Remarks and
Introductions

Dr. Daniel C. Pfannstiel
Assistant Director, Texas Agricultural
Extension Service
Workshop Director

"Welcome"

Dr. John L. Wilbur, Jr.
Veterinarian in Charge
Animal Disease Eradication Division
Agricultural Research Service
Austin, Texas

"Agriculture in a
National Emergency"

Raymond J. Totoro
Regional Liaison Representative, USDA
Denton, Texas

Plans for Conduct of
the Workshop

Workshop Director

Monday - October 31, 1960

Morning Session, 8:00 - 12:00

"Broader Understanding
of USDA"

Luke M. Schruben
Assistant Administrator
Federal Extension Service
Washington, D. C.

Afternoon Session, 1:00 - 4:30

"Fundamentals of
Management"

Anthony L. Kramer
Coordinator
Engineering Development Service
Engineering Extension Service
Texas A. and M. College

Tuesday - November 1, 1960

Morning Session, 8:00 - 12:00

"The Supervisor's Role in
Management Including
Leadership and Motivation"

N. P. Stephenson
Deputy State Administrative Assistant
Officer
Soil Conservation Service
Temple, Texas

Afternoon Session, 1:00 - 4:30

"Work Planning, Scheduling,
and Measurement"

Charles Weaver, Head
Data Processing
Dallas Commodity Office
Commodity Stabilization Service
Dallas, Texas

Wednesday - November 2, 1960

Breakfast Session, 7:30 - 8:30

"Self Development"

Earl Rudder, President
Texas A. and M. College
College Station, Texas

Morning Session, 9:00 - 12:00

"Human Relations in
Management"

Dr. Joe K. Bailey, Chairman
Department of Management
University of Texas
Austin, Texas

Afternoon Session, 1:00 - 4:30

"Public Relations in
Management"

Charley Wooldridge
Vice President in Charge of
Public Service
Texas Power & Light Company
Dallas, Texas

Thursday - November 3, 1960

Morning Session, 8:00 - 12:00

"Communications Within
the Organization"

S. Marshall Kemp
Area Employment Supervisor
Southwestern Bell Telephone Company
Houston, Texas

Afternoon Session, 1:00 - 4:30

"Organizing and Conducting
USDA Meetings that Lead to
Action"

John E. Tromer, Chief
Personnel Branch, Central
Area Administrative Division
Agricultural Marketing Service
Chicago, Illinois

Friday - November 4, 1960

Morning Session, 8:00 - 12:00

"Innovation and Creativity in
Management"

Wilson J. Bentley
Professor and Head
School of Industrial Engineering
and Management
College of Engineering
Oklahoma State University
Stillwater, Oklahoma

Afternoon Session, 1:00 - 3:00

"What My Agency Does
and the Part I Play"

Each Participant

Presentation of
Certificates

Workshop Director

Close

PARTICIPANTS IN THE WORKSHOP

FS William H. Arlen, (Bill) Forester (T.M.), Box 380, Lufkin, Texas

ARS W. C. Ball, (Bill), District Supervisor, Livestock Exchange Bldg., Packers & Stockyards Division, Fort Worth 6, Texas

TAES Jack H. Barton, (Jack), Soil and Water Conservation Specialist, College Station, Texas

CSS F. Wainwright Bleasdale, (Bleasdale) Supervisory Agricultural Marketing Specialist, Dallas Commodity Office, 500 South Ervay, Dallas 26, Texas

ASC Jack Bradshaw, (Jack), Program Specialist in Charge, Loan and Price Support Programs, College Station, Texas

ARS James B. Cheatham, (Jack), Agricultural Commodity Grader, Grain Division, P. O. Box 9153, Houston 11, Texas

FS John W. Cooper, (John), Forest Supervisor, Box 380, Lufkin, Texas

ARS T. B. Davich, (Ted), Investigation Leader for Southwestern Cotton Insects Investigation, Entomology Research Division, P. O. Box 1010, College Station, Texas

AMS R. Donald Foster, (Don), Administrative Officer, Food Distribution Division, 533 Royal Crest, Richardson, Texas

AMS R. Vance Graham, (Vance), Main Station Supervisor, Livestock Division, 231 Livestock Exchange, Fort Worth 6, Texas

ASC J. M. Hendricks, (Jim), Head, Administrative Section, College Station, Texas

ARS E. E. Hoosier, (Elton) Principal Assistant, Plant Quarantine Division, 73 Wingate Street, 206 Appraiser's Store, Houston 11, Texas

ARS Frank R. Huster, (Frank), Assistant Inspector In Charge, Meat Inspection Division, 315 U.S. Courthouse, Fort Worth 2, Texas

AMS James Williamson, (Jim), Assistant to the Administrator, Federal Milk Market Administrator's Office, Dairy Division, Austin, Texas

FCIC Ben A. Jordan, Jr., (Ben), Crop Insurance District Director, PMA Building, College Station, Texas

REA James C. McBride, (Jim), Field Representative, Loans and Operations, Route 8, Box 355, Waco, Texas

FHA William R. McCullough, (Bill), Administrative Officer, 500 South Ervay Street, Dallas 26, Texas

FS Albert E. Mandeville, (Mandy), Forester (Adm.), Box 380, Lufkin, Texas

FS Ralph C. Moyle, (Ralph), Forester, Yellowpine Ranger District, Hemphill, Texas

CSS Albert R. Nesuda, (Al), Supervisory Digital Computer Systems Analyst, Dallas Commodity Office, 500 South Ervay, Dallas 26, Texas

ARS Edward O. Olson, (Ed), Plant Pathologist, Crops Research Division, Fruit, Vegetable, Soil and Water Research Laboratory, P. O. Box 267, Weslaco, Texas

ARS Rudolph D. Radeleff, (Rudy), Veterinarian in Charge, Animal Disease and Parasite Research Division, P.O. Box 311, Kerrville, Texas

ARS Ted Rea, (Ted), Assistant Veterinarian in Charge, Animal Disease Eradication Division, Box 2384, Capitol Station, Austin 1, Texas

TAES Ray D. Siegmund, (Ray), District Agricultural Agent, Box 367, Ft. Stockton, Texas

ARS John H. Southern, (Dixie), Agricultural Economist, Farm Economics Research Division, Department of Agricultural Economics, Texas A. and M. College, College Station, Texas

FHA L. D. Smith, Chief, Program Operations, 500 South Ervay Street, Dallas 26, Texas

AMS Edward W. Thomas, (Ed), Area Technical Supervisor, Poultry Division Inspection Branch, States General Life Insurance Company Building, Room 405, 708 Jackson Street, Dallas 2, Texas

AMS Joseph E. Ward, (Joe), Officer in Charge, Fruit and Vegetable Division; Room 2129, 300 W. Vickery Street, Fort Worth 4, Texas

CSS Ernest W. Winton, (Pat), Supervisory Accounting Officer, Dallas Commodity Office, 500 South Ervay, Dallas 26, Texas

Key to Agency Abbreviations:

AMS	Agricultural Marketing Service
ARS	Agricultural Research Service
ASC	Agricultural Stabilization and Conservation
GSS	Commodity Stabilization Service
FCIC	Federal Crop Insurance Corporation
FHA	Farmers Home Administration
FS	Forest Service
REA	Rural Electrification Administration
TAES	Texas Agricultural Extension Service

EVALUATION OF THE WORKSHOP

The 1960 Workshop reflected the extensive efforts of the planning committee to provide a useful and informative program. The arrangements for physical facilities such as housing, meeting and other accomodations were almost flawless. Perfection in planning such a Workshop can never be realized, but this effort approached the maximum accomplishment.

The organization of hte program was well conceived. The selection and performance of the speakers was good to excellent. The participation in discussions by the various members was excellent and audience reaction to each program was actively expressed, favorably as well as unfavorably in written form.

One might at first conclude that all speakers and presentations must' be excellent in order to make a Workshop a success, but relection reveals that the ranging in effectiveness of the various speakers and their ability, or lack thereof, to discharge their assignments provided living, working examples of many of the principles the Workshop was attempting to teach us.

Personal discussions with individual participants indicated that each of them was developing new ideas and techniques in management, many were learning why they had attained some success as managers, and that none were restless, except momentarily, in spite of the length of the discussions and of the meeting. No derogation of the meeting period was evident - indeed, the period for this work should not be shorter but could be longer.

The committee is satisfied that this Workshop was highly successful and that our suggestions for future meetings involve more minor than major itesm.

The activities of the planning committee and of Dr. Dan Pfannstiel as workshop director were deserving of high commendation. In the same manner the readiness of each participant to assume responsibilities for various tasks and to promptly dispose of the work at hand should be noted and commended.

The following are our only recommendations for consideration in planning future Workshops.

1. Speakers should be better informed of the participants' interests and the objectives of the Workshop.
2. Future programs might well include a speaker from the Civil Service Commission to discuss classification standards and other items that have a bearing on management.
3. Book reviews should not be requested or required but a reference library should continue to be maintained for participants use.
4. The TAM program should be accelerated to reach more supervisory employees.
5. A glossary of management terms and other terms likely to be encountered in the Workshop should be prepared in advance and given each participant at the beginning of the meeting.
6. Space should be allowed on name cards for first or "nick-names."

The following form was used to obtain evaluations from each participant after each session and for the Workshop as a whole.

EVALUATION FORM

Date _____
AM _____ PM _____

GENERAL SUBJECTS

1. General Impressions:

2. Recommendations:

3. Criticisms:

4. Compliments:

5. Other Comments:

Operations Assignments

Each participant will serve on one of five committees which will be functioning during the Workshop. Each committee should meet on the first day of the Workshop for the purpose of organizing and selecting its chairman.

Listed below are the committees, their respective functions and assigned membership:

Editorial Committee: The main function of this committee is to assemble the final Workshop Report, copies of which will be furnished to all participants and others concerned as a permanent recording of the proceedings of the Workshop.

John H. Southern - ARS, Chairman	F. Wainwright Blease - CSS
Jack H. Barton - TAES	L. D. Smith - FHA
Joseph E. Ward - AMS	Jack Bradshaw - ASC

Audio-Visual Aids Committee: This committee is responsible for the maintenance and operation of all audio-visual equipment and supplies employed during the Workshop, including blackboards, easels, charts, slide projector, movie projector, flannel boards, tape recorders, sound system and microphones. The committee will work closely with each session presiding officer and speaker in advance preparation for the use of audio-visuals to be used in each presentation.

Ted Rea - ARS, Chairman	John W. Cooper - FS
R. Vance Graham - AMS	Ben A. Jordan, Jr. - FCIC
Albert R. Nesuda - CSS	J. M. Hendricks - ASC

Library Committee: This committee is responsible for operating the reference library which is available for use by the participants. An informal charge-out system for books borrowed by the participants is to be maintained. Also, the committee will assist in the distribution of mimeographed and other hand-out material during the Workshop.

James C. McBride - REA, Chairman	Clemens H. Etlinger - AMS
Ray D. Siegmund - TAES	William H. Arlen - FS
James B. Cheatham - AMS	T. B. Davich - ARS

Arrangements Committee: The physical arrangements of the meeting place, Workshop publicity and acknowledgements, and special activities are the main responsibilities of the Arrangements Committee.

R. Donald Foster - AMS, Chairman	Milburn Jenkins - AMS
E. E. Hoosier - ARS	Ralph C. Moyle - FS
Edward O. Olson - ARS	William R. McCullough - FHA

Evaluation Committee: This committee will make an overall evaluation of the Workshop. The main purpose is to identify strengths and weaknesses which would be useful to know when planning subsequent TAM Workshops. The committee will present an oral report of its findings

on the last day of the Workshop and prepare a written report to be submitted to the Editorial Committee for inclusion in the final Workshop Report.

W. C. Ball - AMS, Chairman
Frank R. Huster, Jr. - ARS
Rudolph D. Radeleff - ARS

Edward W. Thomas - AMS
Ernest W. Winton - CSS
Albert E. Mandeville - FS

Presiding Officer and Summarization Assignments. Each Workshop participant will have a direct responsibility associated with the conduct of the program proper, either as a session presiding officer or as a session summarizer.

Each of the ten major session units of the program will be lead and conducted by a Workshop participant designated as presiding officer. The presiding officer will be overall chairman of the particular session and be responsible for the proper introduction of the speaker. The presiding officer should endeavor to meet his speaker on arrival, look after his welfare while at the Workshop, and determine his desires concerning the physical arrangements and audio-visual aids.

Two participants will serve as summarizers for each session. Working as a team, the summarizers will prepare the session summary and submit it to the Editorial Committee no later than the day following the presentation. The Editorial Committee will edit and prepare these summaries for inclusion in the final Workshop Report. The reports may be submitted in handwritten form, but it is preferred that they be written in ink and double-spaced. The following form is suggested.

1. Biography of speaker - narrative style of 50 to 70 words.
2. Digests of topic presentation - can be in narrative, outline, or a combination outline-narrative style. Should be concise and capture the key points of the presentation.
3. Discussion period summaries - include pertinent questions and answers.
4. Bibliographies - pertinent references, if any, should be listed on a separate page and turned in with the summary.

Listed below are the presiding officer and summarization assignments for each session of the Workshop.

Monday morning Session - "Broader Understanding of USDA"

Presiding officer: Joseph E. Ward - AMS

Summarizers: Ray D. Siegmund - TAES; Frank R. Huster - ARS

Monday afternoon Session - "Fundamentals of Management"

Presiding officer: James C. McBride - REA

Summarizers: J. M. Hendricks - ASC; Milburn Jenkins - AMS

Tuesday morning Session - "The Supervisor's Role in Management Including Leadership and Motivation"

Presiding officer: Jack Bradshaw - ASC

Summarizers: F. Wainwright Bleasie - CSS; T. B. Davich - ARS

Tuesday afternoon Session - "Work Planning, Scheduling and Measurement"

Presiding officer: Rudolph D. Radeleff - ARS

Summarizers: John H. Southern - ARS; Albert E. Mandeville - FS

Wednesday breakfast Session - "Self-Development"

Presiding officer: L. D. Smith - FHA

Summarizers: E. E. Hoosier - ARS; W. C. Ball - AMS

Wednesday morning Session - "Human Relations in Management"

Presiding officer: R. Vance Graham - AMS

Summarizers: Ted Rea - ARS; Ernest W. Winton - CSS

Wednesday afternoon Session - "Public Relations in Management"

Presiding officer: John W. Cooper - FS

Summarizers: Edward O. Olson - ARS; James B. Cheatham - AMS

Thursday morning Session - "Communications Within the Organization"

Presiding officer: Albert R. Nesuda - CSS

Summarizers: R. Donald Foster - AMS; William R. McCullough - FHA

Thursday afternoon Session - "Organizing and Conducting USDA Meetings
that Lead to Action"

Presiding officer: Ben A. Jordan, Jr. - FCIC

Summarizers: Clemens H. Etlinger - AMS; William H. Arlen - FS

Friday morning Session - "Innovation and Creativity in Management"

Presiding officer: Jack H. Barton - TAES

Summarizers: Ralph C. Moyle - FS; Edward W. Thomas - AMS



1. John H. Southern-ARS
2. Albert E. Mandeville-FS
3. L. D. Smith-FHA
4. R. Donald Foster-AMS
5. E. E. Hooser-ARS
6. Rudolph E. Radleff-ARS
7. James C. McBride-REA
8. Ernest W. Winton-CSS
9. John W. Cooper-FS
10. F. Wainwright Blesee-CSS
11. Frank R. Hustler, Jr.-ARS
12. J. M. Hendricks-ASC
13. Ray D. Siegmund-TAES
14. James Williamson-AMS
15. N. P. Stephenson-SCS
16. Albert R. Nesudá-CSS
17. Ben A. Jordan, Jr.-FCIC
18. Wm. R. McCullough-FHA
19. O. B. Briggs-FCIC
20. William R. Arlen-FS
21. Edward O. Olsen-ARS
22. John L. Wilbur-ARS
23. Joseph E. Ward-AMS
24. Roy L. Huckabee-TAES
25. R. Vance Graham-AMS
26. T. B. Davich-ARS
27. Ted Rea-ARS
28. Jack Bradshaw-ASC
29. Jack H. Barton-TAES
30. Ralph C. Moyle-FS
31. James B. Cheatham-AMS
32. Edward W. Thomas-AMS
33. Dan C. Pfannstiel-TAES
34. W. C. Ball-AMS



